

## **CITY OF HAYWARD**

### **AGENDA REPORT**

AGENDA DATE 10/15/02

AGENDA ITEM \_\_\_\_\_

WORK SESSION ITEM WS 2

**TO:** Mayor and City Council  
Library Commissioners

**FROM:** Library Director

**SUBJECT:** Library Planning Process Report

#### **RECOMMENDATION:**

It is recommended that the City Council and Library Commission review and comment on this report.

#### **BACKGROUND:**

As previously discussed, the purpose of the Library Planning Process is to improve library services by matching services to community needs, interests and priorities. The planning process combines the best practices of two planning models – the model used during the recent process to update the City’s General Plan and a library planning series developed by the Public Library Association and used by the Library in past planning efforts. This current process is a collaborative effort between community residents, members of the City Council and Library Commission and staff. The Hayward Public Library Planning Process will be conducted over a six to seven-month period.

#### **DISCUSSION:**

Community “Scoping” Meeting: The meeting was conducted on September 18, 2002 at the Weekes Branch Library. Nineteen participants represented the City Council, Planning Commission, Library Commission, Friends of the Library, Literacy Plus Council, California State University/Hayward, Hayward Unified School District, Chamber of Commerce and Library staff. The meeting began with an orientation to the Planning Process (attached as Exhibit A). The orientation provided an introduction to the planning process, a discussion of the 7 key areas of focus in the General Plan that will serve as the “vision” for the City and the starting point for subsequent planning activities, and an overview of all of the planning steps in the process. Following the orientation, areas of the General Plan that might be addressed by library services were highlighted to provide a framework to help participants consider how the library can take advantage of the possibilities to provide improved services to the community.

The remainder of the meeting was devoted to identifying community needs that will be used as the basis for determining priorities. This activity involved inviting comments and observations

from participants about what they perceived as community needs. These comments were recorded on flipcharts. After all comments were recorded, participants were given six votes to cast for the community needs they perceived as priorities. Flipchart content and vote tallies were reviewed by participants and accepted as an accurate reflection of the evening's deliberations (attached as Exhibit B). Several themes can be identified from this community response and include formal education support, information literacy, electronic linking, collaboration and cooperation and cultural awareness. Community needs and priorities identified and ranked by participants in the "scoping" meeting have been grouped into three major areas of emphasis by library staff. These areas include:

- collaboration between the Library and area schools and businesses that would link the Library electronically with schools and businesses to provide direct access to library resources to support academic excellence, to establish schools as community centers, to promote employment opportunities and skill development for residents, and to support business attraction and retention
- provide information, programs and services in a variety of languages that addresses the needs of the diverse Hayward community, that supports an understanding of the heritage and cultures represented in Hayward, and that promotes the sharing of artistry and musical interests and provides a forum for the arts
- enhance the role of the Main Library as a part of the "downtown city center" providing cultural, social and civic functions by increasing public meeting space, establish the Main Library as a central "hub" for the distribution of information to the community to satellite locations that might include schools, businesses and neighborhood libraries.

Inventing the Future: Information received at the community "scoping" meeting described in this report will be discussed with members of the City Council and Library Commission. During this discussion, Council members and Commissioners will be asked to provide their own sense of community needs. Throughout this process it is important that community needs be defined as explicitly as possible. These needs will be used as the criteria against which various library service priorities will be measured in the planning process. The outward focus inherent in this process to this point is a critical component of the planning effort. However, this focus on the community does not give the Council and Commission the whole picture. Information about library services is appended (Exhibit C) to provide an understanding of how people currently use the library and to consider what the current use patterns suggest in the way of community perceptions and expectations for library services and programs. Information from the "scoping" meeting and information about current library services will be used by Council members and Commissioners to conduct the activity of selecting preliminary service responses.

## **NEXT STEPS:**

Library staff will then assess the effect the proposed library service priorities will have on existing services and programs. In November this staff assessment will be provided to the Council and Commission to review and to make a final selection of library services responses. This information will be made available to the public and a workshop will be conducted to provide this information and to gather responses from the public about this information.

Public response to selected library services will be provided to the Council and Commission in a joint work session. A draft plan will be developed and made available in mid December. In January another public workshop will be held to gather community response to the plan. At the end of January, Council and Commission members will have the opportunity of a final review and to recommend any needed changes. A final plan will be developed and presented to the Council for approval in February. A tentative timeline follows:

November 12, 2002 – Conduct joint Council/Commission work session to review and respond to the selected library service responses.

November 20, 2002 – Conduct public workshop to review and respond to the selected library service responses.

December 3, 2002 – Conduct joint Council/Commission work session to review public response to service priorities and take any action necessary.

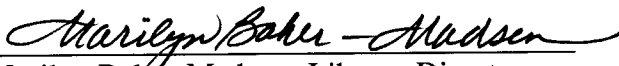
December 18, 2002 – Distribute draft plan to Council and Commission and post plan in Library and on website.

January 15, 2003 – Conduct public workshop to present draft plan and to gather community response to the plan.

January 28, 2003 – Conduct joint Council/Commission work session to review the final draft and to recommend any needed changes.

February 2003 – Present the plan to the City Council for approval.

Prepared and Recommended by:

  
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Approved by:

  
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Exhibits:

- A. Community “Scoping” Meeting Orientation
- B. Results of Identifying Community Needs Activity
- C. Library Service Responses and Current Library Activity in Each Response

## Community "Scoping" Meeting Orientation

The City is conducting a Library Planning Process because Hayward is growing and changing and library services need to grow and change with it.

The purpose of the process is to improve library services by matching services to community needs, interests and priorities.

During this process, we want to take a good look at our community and talk with our residents to be sure we are using our resources effectively to meet the changing needs of the community.

In order to do this, we are combining the best practices of two planning models – the model used during the recent process to update the City's General Plan and the American Library Association's Planning For Results, the latest in a long line of planning models published by the Public Library Association.

Integral parts of this process are the community "vision", community demographic information and current library services and practices. The recently updated City of Hayward General Plan will provide the foundation for the community vision. The seven key areas of focus in the General Plan are outlined in the information packet. This packet also contains community demographic information, a description of current library services, suggestions of areas of the General Plan that might be addressed by library services and a list and definition of Library Service Responses defined in Planning For Results.

We want to complete the planning process as quickly and efficiently as possible and feel the best way to do that is to streamline the level of effort that will be focused on each of the planning steps and tasks.

The first step was to **Planning to Plan** and the first task was that of **designing the planning process**. The process we are using was designed through sessions with the City Council, City Manager and Library Commission. The second task of the first step was **preparing the Council, Commission, Staff and community**. This was accomplished by providing an orientation to the planning process to the Council, Commission and staff and explaining each group's responsibilities during work sessions, Library Commission meetings and library staff meetings. The community was informed about the planning process in several ways. Invitations to the community to participate and informal packets about the process were mailed to individuals, organizations and agencies in the community. Invitations and packets have also been made available to the general public in both library facilities.

The second step is **Identifying the possibilities**. This is the step that is being taken tonight. The first task of this step is to review the community vision created during the General Plan Update. The second task of this step is **identifying community needs, interest and priorities**. This step of the process will focus on the community and not the Library. Following this orientation, the remainder of this meeting will be devoted to this step.

The third step is **Inventing the Future**. The first task in this step is to **select service responses**. A joint City Council/Library Commission work session will be conducted to study

information received at this “scoping” meeting and to select preliminary service responses. Library staff will then assess the effect the proposed library service priorities will have on existing services and programs and provide this assessment to the Council and Commission. The second task in this step is **developing a library mission statement and writing goals and objectives** that reflect the library priorities and incorporate measures that will help the Library track progress toward the selected goals and objectives. Following Council/Commission review of this information, a public workshop will be conducted to provide this information and to gather responses from the public about this information. Input from this meeting will be incorporated into the planning process.

The fourth step in the process is **Assembling the Future**. During the first task in this step, Library staff will work to **identify activities** that will help reach goals and objectives. During the next task, the staff will **identify the most important resources that will be required for each possible activity** and then will determine the resources required to support the selected activities.

The fifth step is that of **Developing a Library Plan**. The first task in this step, **drafting the plan**, will be undertaken by the Library Management Team. The second task will be to **present the draft** to the Council, Commission, staff and community for review and comment in joint Council/Commission work session, Library Commission meetings, Library Staff meetings and in public workshops. Input from this process will be incorporated into the draft to finalize the plan. The last step will be presenting the plan to the City Council for approval.

It has been said that *public libraries try to do too much and as a result find it difficult to provide the quality of service desired*. Those of us in “the library business” know all too well the basic truth of this statement from years of experience. Especially here in the Hayward libraries, we find it difficult to say “no” to a requested service and as a result we have taken on the provision of too many services that we lack the resources to support well. We are looking to this process to improve library services.

We will build this library planning process on two basic assumptions:

1. Excellence must be defined locally and we believe that it results when library services match community needs, interests and priorities; and,
2. Excellence is possible for the Hayward library system and that it rests more on commitment than on unlimited resources.

The task we undertaking tonight will focus on the community and not the Library. We want you to tell us what you perceive as community needs, interests and priorities. The process in this task might represent a departure from what all of you might think we should be doing tonight and that is talking about the Library. I can assure you that later in the planning process we will talk about the Library, however, tonight I encourage you to focus on identifying community needs, interests and priorities.

I will summarize the seven key areas of focus in the General Plan and highlight areas of the General Plan that might be addressed by Library services as a springboard to our discussion and activities.

## 7 KEY AREAS OF FOCUS IN THE GENERAL PLAN:

### LAND USE

- \*Provide jobs, housing, and open space balance
- \*Develop areas near transit stations and major bus routes
- \*Maintain the downtown as a focal area for the City
- \*Promote the transition from a manufacturing-based economy to an information-based economy

### TRAFFIC

- \*Reduce amount of regional traffic in the Hayward area
- \*Encourage land-use patterns that promote public transit usage
- \*Provide for the safety of pedestrians and bicyclists
- \*Improve access to the downtown and other major activity areas

### ECONOMIC DEVELOPMENT

- \*Balance need for development with other city goals and objectives
- \*Facilitate the development of employment opportunities for residents
- \*Continue to enhance the City's image in order to improve the business climate
- \*Create a sound local economy that attracts investment and increases the tax base

### HOUSING

- \*Expand the housing supply
- \*Preserve owner-occupied housing
- \*Develop affordable housing and preserve assisted housing for low income residents
- \*Promote fair housing through education

## COMMUNITY FACILITIES AND AMENITIES

- \*Advocate the pursuit of academic excellence and high standards for physical facilities in the local public schools
- \*Enhance the role of the library system in meeting the information and educational needs of the community
- \*Address the child care needs of the community
- \*Increase the quantity and diversity of parks and recreational facilities

## ENVIRONMENTAL PROTECTION

- \*Preserve open space and natural ecology
- \*Protect existing watercourses and enhance water quality
- \*Minimize seismic and flood hazards
- \*Incorporate measures to improve air quality in the design of new developments

## PUBLIC UTILITIES AND SERVICES

- \*Maintain appropriate level of emergence response
- \*Minimize urban wildfire hazards
- \*Promote disaster preparedness at both the citizen and government levels
- \*Maintain public facilities in a manner that protects and enhances the environment

## AREAS OF THE GENERAL PLAN THAT MIGHT BE ADDRESSED BY LIBRARY SERVICES

### Land Use – Downtown Area:

*"Maintain the Downtown as a focal point for the City so that it continues to express the City's history, provides a venue for cultural vitality, and retains its role as a center for social, political, and other civic functions."*

An active and thriving library embodies this vision.

### Economic Development – Land and Infrastructure:

***"Work cooperatively with local business and industrial associations to improve the general business climate and to stimulate new business investment."***

Reference materials, databases, and staff expertise support the needs of the business community

Economic Development – Employment Opportunities:

***"Facilitate the development of employment opportunities for residents."***

Job listings and training opportunities, resume writing and career guidance materials, as well as workshops on job-related issues foster employment opportunities.

Economic Development – Business Attraction and Retention:

***"Attract new businesses and retain existing businesses."***

The business resources of the library are viewed as a plus to companies considering relocating to a community. These resources may also be a factor in helping to retain existing businesses.

Community Facilities and Amenities – Educational Facilities and Opportunities:

***"Advocate the pursuit of academic excellence and the establishment of high standards for physical facilities in the local public schools."***

Linking the Hayward Public Library with individual school campuses would support academic excellence by increasing student access to information.

Community Facilities and Amenities – Library Facilities:

***"Regard the Blue Ribbon Task Force on Library Services Report as the long-range plan for provision of library facilities and services and pursue its implementation as appropriate."***

[Summary of recommendations and achievements may be found in Exhibit B]

Community Facilities and Amenities – Multipurpose Facilities and Cultural Opportunities:

***"Seek to increase the number and availability of multipurpose facilities in order to provide a variety of community services, recreational activities, and cultural amenities that are accessible to and benefit a cross-section of the community."***

***"Recognize the role of schools as community centers"***

Linking with schools and other community resources could extend the reach of the Library into the neighborhoods for all residents in the area.



**Results of the Identification of Community Needs Activity  
Conducted at the Community "Sco ping" Meeting / September 18, 2002**

**Education and Schools**

- 7 Ongoing collaboration effort between library and schools
- 7 Collaboration with the schools
  - School courses available through library when schools are closed
- 6 Place for family education and gathering and recreation
- 5 Cooperation with schools and other community agencies
- 5 Access to computers
- 4 Link schools with library electronically
  - EBook
  - Delivery
  - Library card registration
- 3 Robust computer server
- 3 Space for education and training
- 3 Get books into kids hands
- 2 Promoting library data bases to schools and adults
- 2 Class visits to promote use of library electronic resources
- 2 Information literacy
  - Internet
  - Books
  - Other
- 1 Promote existing library services with schools
- 1 Resource to train people to think
- 1 Library services are expected
- Display instructional adaptation (?) materials
- Empowerment with knowledge
- Safe place for kids
- Referral for community services
- Computer and literacy for adults and children
- Schools serve as satellite library
- Open school library to public
- Help for homework
- Encourage community to take advantage of educational opportunity
- e.g. AAUW programs for young women in science

**Results of the Identification of Community Needs Activity  
Conducted at the Community “Sco ping” Meeting / September 18, 2002**

**Business Attraction/Retention**

- 8 Information literacy skills
- 8 Business linked to libraries
  - Locating jobs
  - Skill development through library resources
- 2 Strong library good for city’s image
- Literacy and language skills
- Vocational training
- Adult school

**Cultural Awareness**

- 8 Translation clearinghouse – for community involvement and education
  - 1<sup>st</sup> generation bridge into community
- 6 Sharing of artistry and musical interests especially for those who might lack language skills in order to become connected to the larger community.
- 6 Resources for newcomers
- 1 Awareness of other cultures for community building
- Sources for housing and processes to find housing
- Books and resources in various languages (language development)
- Story hours in various languages

**Downtown**

- 8 Satellite library locations that are not downtown / Library services available in neighborhoods
- 6 Increased public meeting space
- 2 Provide a community commons for learning/sharing/debating issues of all kinds
- 2 Forum for the arts – perhaps outdoor
- 1 Focus upon impacts of increases foot traffic, housing, and business on library services
- 1 Community Information about activities and services in the City
- Generate more business downtown
- Continue Revitalization emphasizing mixed uses and opportunities

## Exhibit C – Library Service Responses and Current Library Activity in Each Response

***Basic Literacy – a library that offers Basic Literacy service addresses the need to read and to perform other essential daily tasks.*** The Hayward Public Library offers an extensive literacy service program. The main element of the program as it was adopted seventeen years ago is an adult literacy program, to provide one-on-one tutoring with volunteers. Since 1986 volunteer tutors have taught over 2,000 adults in our community to read. The initial Literacy Program has grown and includes a Families for Literacy component that gets families reading together and gives great new books to kids, small group classes and a Computer Learning Center that provides computer-assisted learning, and a Mini-Learning Center that provides a homework help program at the Main and Weekes Branch libraries four days a week. Staff conducts tours for the students and tutors to show them the resources that the library has to offer. Children's Librarians provide storytimes and crafts programs for the Families for Literacy component.

***Business and Career Information – a library that offers Business and Career Information service addresses a need for information related to business, careers, work entrepreneurship, personal finances, and obtaining employment.*** The Hayward Public Library offers word processing stations in the library that have resume software; there are links to various employment sites; and the library subscribes to various job opportunity publications and provides business-oriented databases. Over the years to varying degrees, the library has worked with the business community to have them adopt various subscriptions, such as *Value Line* or *Morningstar*. Staff members work with the IRS to bring Small Business Workshops to the community.

***Commons – a library that provides a Commons environment helps address the need of people to meet and interact with others in their community and to participate in public discourse about community issues.*** The Hayward Public Library provides welcoming, clean, safe facilities open 56 hours per week for all members of the Hayward community regardless of ethnicity, income level, disability, education or any other distinction. Library facilities are used daily by groups across the spectrum. Home schoolers, business people, families, school children, recent immigrants, college students, senior citizens, the homeless all interacting together in a warm and friendly environment supported by the City of Hayward. The Library provides a Commons for families of every ethnicity and social standing to meet through Library sponsored programs. These programs bring our diverse community together in a positive learning environment. The Library provides limited public space to the community to meet and work with one another. Various groups, such as La Alianza and the NAACP have used the meeting room for public forums and meetings. The Library has worked with the community college through the Puente Project to bring films to the library for the community to view, with discussions led by leaders of the community. The library also provides e-mail access and accounts for the public.

***Community Referral – a library that offers Community Referral addresses the need for information related to services provided by community agencies and organizations.*** Library staff members are specialists in referral. The staff at all public desk throughout the Library specialize in the knowledge of community organizations, the way to contact them and the use of available referral tools to help all community members make the correct contact and gain the information they need.

***Consumer Information – a library that provides Consumer Information service helps to satisfy the need for information to make informed consumer decisions and to help residents become more self-sufficient.*** The Hayward Public Library staff has been trained to assist people with consumer information. There are books, databases, and periodical subscriptions available to help people

evaluate products and services. This is not a primary role of the library, but one that is played every day. The Library partners with the Consumer Credit Counseling Service of the East Bay to provide programs throughout the year on consumer topics such as Savings and Investment, Budgeting, Homebuyer's Overview, and Downsizing Debts.

***Cultural Awareness – a library that offers Cultural Awareness service helps satisfy the desire of community residents to gain an understanding of their own cultural heritage and the cultural heritage of others.*** For a number of years, the library has placed great service emphasis on cultural awareness. Grant funding made possible a study called "Space for Change" and staff looked at redesigning space to make the Library more culturally welcoming to the community. Library space was reconfigured and the Library endeavored to be more culturally aware and welcoming. In addition, the Library provided extensive training for the staff on serving people from diverse backgrounds. Another grant was received to share the change with the community, and during the year, a number of cultural celebrations were scheduled on a month long basis. The Library worked closely with representatives from the various cultural community members in this activity. The Library has built a collection in ten languages. A grant was received from the State Library that helped the Library become a legal center for people of different cultures with immigration and naturalization issues. The Library participates in the various multi-cultural events in the community, such as the Martin Luther King, Jr. celebration, Cinco de Mayo, and Light Up the Season. The library continues to provide cultural programming on a regular basis with matching funds from the Alameda County Arts Commission and the Friends of the Hayward Public Library. Much of this programming is geared toward children and families.

***Current Topics and Titles – a library that provides Current Topics and Titles helps to fulfill community residents' appetite for information about popular cultural and social trends and their desire for satisfying recreational experiences.*** The Library has developed a fairly well balanced collection of popular and informational materials in a variety of formats. Recently, the Library has increased its holdings of books on tape, DVD and CD in response to community requests. Throughout the year, staff creates displays of current topics and titles. The Library selected the role of providing popular materials during a previous planning process. When the approximately 110,870 titles from the library's collection were loaded onto the LINK+ member library database, 43,637 were unique titles owned by the Hayward Public Library; this represents a very high percentage for a collection of this size. Library staff provides reader's advisory services and develops reading guides for public use.

***Formal Learning Support – a library that offers Formal Learning Support helps students who are enrolled in a formal program of education or who are pursuing their education through a program of home schooling to attain their educational goals.*** The Library collection is not specifically built to support the schools curriculum. However, the Library and the schools are exploring the possibility of cooperative projects. Plans are being developed to establish an electronic link between facilities, to provide students and teachers with on-line access to the collection of the Library, and delivery of requested materials to the school sites. Through the Q&A Café, the Library offers access to Tutor.com, and on-line tutoring service. Through the electronic link, students will also have access to the various databases the Library subscribes to as well as the LINK+ database. For years, the Youth Services Division of the Library has offered classroom enrichment and curriculum support through the offer of Teacher Loan boxes of specially selected books from the Library. During the summer, students can maintain their reading skills through participation in the annual Summer Reading Game sponsored by the Library. The Library is heavily used by families who are enrolled in the home school program.

***General Information – a library that offers General Information helps meet the need for information and answers to questions on a broad array of topics related to work, school, and personal life.*** The Library has developed a fairly well rounded collection and provides materials on topics of interest to the community. It is a limited role dictated by the budget. The formation of consortiums and partnering with other consortiums provides the opportunity for libraries to look at all of the common resources that each has, and contributes funds to make cooperative purchases. Through these partnerships, the library offers access to the catalogs of 32 other California libraries (LINK+), Q&A Café (human-mediated, Internet-based information services), eBooks, and numerous on-line databases that are available to registered borrowers electronically, on a 24-hour basis.

***Government Information – the library that offers Government Information service helps satisfy the need for information about elected official and government agencies that enables people to participate in the democratic process.*** The Library provides links to government sites; legal documents from the City, County, and other governmental agencies are posted. The Library is a distribution site for IRS and State tax forms. The Library also assists in the distribution of Low Income Housing Applications, Renters Assistance forms and a myriad of other important forms and publications provided by agencies like these throughout the year.

***Information Literacy – a library that provides Information literacy service helps address the need for skills related to finding, evaluating, and using information effectively.*** The Library has hosted several workshops for the community on how to use the Internet, and staff members, on a daily basis, work with many customers who are using the Internet, Reference and Word Processing stations. They demonstrate the basic use of software and guide customer's searches on the Internet, recommend the most reliable web sites and demonstrate how to use the various subscription databases that the Library provides.

***Lifelong Learning – a library that provides Lifelong Learning service helps address the desire for self-directed personal growth and development opportunities.*** The Library staff does what they can to help people gain the skills or find the information that they need. Storytime programs offered at the Library for children just born to seven years of age (Lapsit, Preschool, Tale Time and Bedtime Stories) introduce babies and toddlers to the pleasures of language and books, give parents guidance in sharing books at home, give parents ideas for the language stimulation that is crucial to brain development in the first three years, encourage listening, a skill which children need help in developing, and provide a first experience in group interaction that is primarily verbal.

***Local History and Genealogy – a library that offers Local History and Genealogy service addresses the desire of community residents to know and better understand personal or community heritage.*** The library does not do much in this area. It is thought that people are finding this type of information elsewhere. Very few people attended a recent workshop on genealogy offered by the Library.